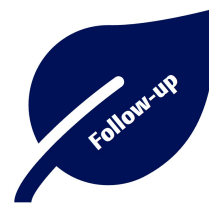


GROW

Preparation document - Start interview - Supervisor

Objective of the start interview

In the start interview, you make agreements with your employee on individual and team results to be achieved, and your employee's development and well-being. You also discuss what the employee needs to perform well and enjoy their work. Both of you prepare the interview well.



1. Invitation

- Within three months of the employee starting in their new position, you conduct a start interview.
- You and your employee will receive an e-mail from the HR system to inform you that it is time to plan the interview.
- Since the employee is new to their position (or perhaps the organisation), it is up to you as the supervisor to schedule the interview.
- Make sure you both have enough time to prepare, and schedule the interview at least three weeks in advance.

2. Preparation

- Consider what results and development you expect from your employee.
- The employee prepares for the interview by completing the [Start Interview Report](#) and shares this document with you no later than one week before the interview.
- Mirror the input from the completed report with your perspective: What is your vision on the proposed objectives and personal development? Review the employee's ancillary activities and planned leave. Discuss these during the interview.

On the next page you will find tips and tools to help you prepare for the interview.

3. Interview

Reflect on the onboarding period

- Discuss how the onboarding period went.
- Discuss the employee's well-being during their first months in the new position.

Look ahead to the coming period:

- Discuss the [Start Interview Report](#) with the employee.
- Discuss with the employee their expected contribution to the team or department objectives for the coming period.
- Make agreements on things like results to be achieved, individual and team contributions, and the employee's desired development (for example in terms of [leadership competencies](#)) and what is needed to achieve this.
- If relevant, make agreements on the fulfilment of [the function-based contract](#).

Did you cover everything you and your employee wanted to discuss? Check this together. For more interview tips, see the next page

4. Follow-up

- After the interview, you can complete the [Start Interview Report](#) that the employee prepared, and share it with the employee for approval. See resources for more information on reporting.
- Agree with your employee when you will meet again for an interim interview.



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As a supervisor, you have an important role to play in creating a safe and open interview. You will find some tips on how to do this on the next pages.



Resources



How can you best prepare for the interview?

- Check whether your employees are aware of the objectives of your project, team, department or teaching or research group.
- At Leiden University, we find it important that employees develop in the field of personal and team leadership based on our [leadership competencies](#). Include these in the personal development of your employee and team. For more information, have a look at the [Leadership self-start](#) or the animation in the resources.

How did the employee experience the onboarding period?

It is useful, during the starting interview, to reflect with your employee on their first months in the new position. This period lays the foundation for the agreements you make for the coming period. Consider for example the following questions:

- What went well during the onboarding period? What went less well?
- Did the employee have a buddy? How did this contribute to their onboarding experience?
- How can the employee develop further, both personally and within the team?
- What are the employee's qualities and specific talents?
- How will the employee contribute to the project, team, department, or teaching or research group?

How can you conduct a good start interview?

- Create a safe and open setting for the interview.
- Give your employee space to tell his or her story and ask questions. The employee is the focus. Emphasise that you are open to feedback.
- It is important to devote some attention to the employee's well-being. If you want this part of the interview to go deeper than 'How are you?', you can use the **Well-being Conversation Tool** and/or watch the [e-learning](#) on this topic.
- Would you like to learn more about speaking up? About connecting to others? About exerting influence in a conversation? Check out the **Let's Connect Toolkit** under resources for more information.

